

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
Management Concepts and Organizational Behaviour
MBA (IB) CP-101**

Objectives

To help students gain an understanding of some basic behavioural processes in an organisation. The course aims to adopt a diagnostic approach to understanding people with the purpose of increasing their personal effectiveness and ensuring their positive contribution towards enhancing organisational performance.

Contents

Introduction to Organisational Behaviour: Evolution of OB; Managerial Roles, and Managerial Functions. The Changing Context: The Changing Context of Organisations, Globalisation and Concerns of OB. Positive Perspective: Categories of Positive Approach, Positive Thinking, Intervention with Positive Approach. The Attributional Process – Internality and Optimism: Internality and Externality, Consequence of Internality, Developing Internality, Optimism, Rumination and Flow. Foundations of Individual Behaviour: Different factors for Individual Behaviour; Personality and Personal Effectiveness: Theories of Personality; Transactional Analysis, Transactional Managerial Styles. The Perceptual Process, Attitudes, and Values. The Learning Process: Learning, Learning Theories - Adult Learning Theories, Social Learning Theories, Experiential Learning Theory. The Motivational Process: Theories of Motivation, Motivating through Work, and Managing Work Motivation. Roles and Role Effectiveness. Decisional Process and Consensus Building. Informal Groups and Group Dynamics.

Conflict Management: Sources of Conflict, Types of Conflict, Conflict Management and Conflict Resolution. Leadership Theories and Styles: Goleman's Leadership Theory, Black & Mouton Leadership Theory, and Reddin's 3D leadership Theory; Some Recent Theories of Leadership. Developing Leadership for Tomorrow: Paradigm Shift in the Areas of Leadership, Mechanism for Leadership Development, Emerging Patterns of Leadership.

Suggested Texts

- Pareek, Udai and Khanna, Sushama (2012), *Understanding Organisational Behaviour*, Oxford University Press.
- Luthans, Fred (2011) *Organisational Behaviour*, Pub: Tata McGraw-Hill.
- Robbins, S. P.; Judge, T.A.; Vohra, N. (2012). *Organisational Behaviour*, 14th ed., Pub: Pearson.

Additional Readings

- Greenberg, J.; Baron, R. A. (2009). *Behaviour in Organisations*, 9th ed., Pub: Prentice Hall of India (PHI).
- Mullins, L. J. (2012). *Management and Organisational Behaviour*, 7th ed., Pub: Pearson.
- Mc Shane, S. L.; Glinow, M. A. V.; Sharma, R. R. (2012). *Organisational Behaviour*, 4th ed., Pub: Tata McGraw Hill.
- Gordon, J. R. (2010). *Organisational Behaviour*, 7th ed., Pub: Allyn & Bacon.

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
Quantitative Methods
MBA (IB) CP-102**

Objectives

The objective of this course is to familiarise the quantitative aspect of managerial decision making covering the various applications from mathematics and statistics.

Contents

Introduction of quantitative methods and their applications in management decision making, statistical terms and concepts, scales of measurement, data sources, collection and presentation of data, sampling methods.

Descriptive Statistics: Measures of central tendency: mean, weighted arithmetic mean, median, quartiles, mode, properties and applications of each. Measures of dispersion: Range, Quartile deviation, Mean deviation, Standard deviation, coefficient of variation; Measures of Skewness, Moments and Kurtosis

Time Series Analysis: Business forecasting, components of time series, methods of analysis of time series, free hand method, semi averages, moving averages, least squares, exponential smoothing, measurement of seasonal variations, cyclic and irregular variation. Index Numbers: Meaning and types of indices, weighted and un-weighted index numbers, construction of index numbers, tests for adequacy of index numbers, chain based indices, base shifting, splicing, consumer price index.

Correlation analysis: Types of correlation, Methods of studying correlation- Scatter diagram, Karl Pearson's Coefficient, Spearman's Rank correlation, concurrent deviation, correlation of bivariate grouped data, concepts of partial and multivariate correlation. Regression analysis: Regression lines and equation, Linear bivariate regression model, regression coefficients, coefficient of determination, estimation of value of unknown variable

Probability concepts, probability distributions: Binomial, Poisson and Normal Distributions, their characteristics and applications. Statistical Estimation: Interval estimation, interval estimation of the population mean, estimation of confidence interval, sample size estimation, Testing of Hypothesis: Formulation of hypothesis, Z-test, F-test, t-test and chi-square test. Introduction to LPP.

Suggested Texts

- Levin, R. and Rubin, D (2011), *Statistics for Management*, New Delhi: Pearson Education Press.
- Black, K. (2009), *Business Statistics for Contemporary Decision Making*, New Delhi: Wiley India Pvt. Ltd.

Additional Readings

- Boot and Cox, *Statistical Analysis for Managerial Decisions*, New Delhi: Tata McGraw Hill.
- Render and Stair, *Quantitative Analysis for Management*, New Delhi, Prentice-Hall.
- Anderson, D.R.; Sweeny D.J.; and Williams, T.A. (2002), *Statistics for Management and Economic*, New Delhi: Cengage Learning India.
- Aczel, A. and Sounderandian, J. (2006), *Complete Business Statistics*, New Delhi: Tata McGraw Hill.

- Newbold, P. (2009), *Statistics for Business and Economics*, New Delhi: Pearson.
- Webster, A. (2010), *Applied Statistics for Business and Economics*, New Delhi: Tata McGraw Hill.
- Bajpai, N. (2010), *Business Statistics*, New Delhi: Pearson.
- Bowerman, B.L.; O'Connell, R; and Orris, J.B. (2011), *Essentials of Business Statistics*, Tata McGraw Hill/Irwin.
- Beri, G.C. (2011), *Business Statistics*, New Delhi: Tata McGraw Hill.
- Srivastava, T.N., *Business Research Methodology*, Tata McGraw.
- Hair and Black, *Multivariate Data Analysis*, Pearson.

Department of Management Studies
Jamia Millia Islamia

MBA (International Business)
Managerial Economics
MBA (IB) CP-103

Objectives

The Objective of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable their capability to apply this knowledge in business decision-making. While conducting the course emphasis is given considering the complexity of decision making due to changing business scenario over time in the context of globalization.

Contents

Concept of Managerial Economics: Nature and scope of Managerial Economics, Nature of Business Decision-making. Theories of Firm: Managerial and Behavioural Theories of Firm Sales Maximization, Growth Maximization, Satisfying theory of Firm, Nature and Function of Profits, Profit Maximization, Organizational Slack, Ownership and Control. Marginal Analysis, Optimization.

Demand Analysis: Theories of Demand, Indifference and Revealed Preference Approach, Income and Substitution Effects, Demand Functions and Demand forecasting, Managerial Applications.

Production and Cost Analysis: The Production Function, Returns to Scale, Productivity Measurements, Constrained Optimization Approach to Developing Optimal Input Combination Relationships, Derivation of Cost Curves, Firm Size and Plant Size, Managerial Applications, Learning Curves, Economies of Scope. Break-Even Analysis;

Market Structures: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Profit Maximization under different Market Structures, Non-Price Competition; Characteristics, Pricing Strategies of firms: Cost plus Pricing, Pricing of Inputs, Applications, Decision making under Risk and Uncertainty.

Suggested Texts

- Baumol W.J. (2009), *Economic Theory and Operations Analysis* (4th edition), Prentice Hall of India, New Delhi.
- Peterson H.C., and Levis W.C., Sudhir K.J., (2009), *Managerial Economics*, Prentice Hall of India, New Delhi.
- Koutsoyiannis, A., (2010), *Modern Micro Economics*, (2010) McMillan Press, New Delhi.

Additional Readings

- Salvatore. D. (2007), *Managerial Economics* (6th edition), Oxford University Press.
- Mark H. (2009), *Fundamentals of Managerial Economics* (9th edition), Cengage Learning.
- Brickley J.A., Smith C.W. and Zimmerman J.L. (2008), *Managerial Economics and Organizational Architecture* (5th edition), Tata McGraw Hill Publishing Co. Ltd, New Delhi.

- Hirschey M., (2010), *Managerial Economics: An integrative Approach* (1st edition) Cengage Learning.

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
International Human Resource Management
MBA (IB) CP-104**

Objectives

The objective of this course is to introduce students to the nature of managing human resources in multinational firms. The purpose of the course is to provide students with an in-depth understanding of the basic problems inherent in IHRM to rather prepare them for further work in the IHRM field and to understand the international corporate dimensions.

Contents

Introduction to IHRM: Definition and development of IHRM. Difference between IHRM and domestic IHRM, different models of IHRM, SHRM: barriers in effective global HRM, socio- cultural context, Role of culture in IHRM, Impact of country culture on IHRM

International Workforce planning and staffing: International recruitment function, cross-national advertising, e-recruitment, different approaches to multinational staffing decisions, types of international assignments, selection criteria and techniques, successful expatriation, role of an expatriate, repatriation, Dual-career couples

Developing Global Mindset: Global Leadership, Current scenario in international training and development, types of expatriate training, Career development, repatriate training, knowledge transfer in multinational companies

International Compensation and Performance Management: Performance Management and MNE, performance management cycle, issues and challenges in international performance management, International Compensation and its key components, emerging issues in compensation management

International Employment Laws and HRIS: The international framework of Ethics and labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, HRIS: Meaning, role of IT in HR, Applications of HRIS in Employee Management, Managing HR in virtual organization

Suggested Texts

- Peter Dowling and Denise Welch: International Human Resource Management: Managing People in a Multinational Context, Cengage Publishing
- Vance Charles and Yongsin Paik: Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, M. E. Sharp
- Ashwathapa: International HRM, THM

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
Business Communication & Negotiation
MBA (IB) CP-105**

Objectives

Good Communication skills are essential for every Manager to be effective. This course attempts to equip the students with the necessary theory & practice of this subjects.

Contents

- Definition and Introduction
- Objectives of business communication
- Models of communication
- Written & oral communication
- Non-verbal communication
- Listening
- Barriers to effective communication
- Public speaking and presentation
- Meeting and conferences
- Business letters, memo, emails
- Report Writing
- Resume Writing
- Interviews
- Communicating across cultures
- Negotiations ; process , strategies

Suggested Texts

1. Business Communication by Lesiker and others: Mcgraw Hill
 2. Business Communication today by Bovee and others- pearson
 3. Business Communication for Managers by Penrose and others- Thomson
 4. Business Communication by Krishnamacharyulu & Lalitha Ramakrishnan- Himalya Publishing House
- Cases & additional reading to be given as per requirement during classes

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
Financial Accounting
MBA (IB) CP-106**

Objectives

The basic purpose of this course is to develop a strategic and policy perspective with respect to the generally accepted principles of financial accounting and utilisation of accounting information for general purpose decision making in an organisation.

Contents

Financial Accounting: Nature and scope, Accounting Theory - Concept and Conventions, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, Generally Accepted Accounting Principles (GAAP), IFRS, Harmonization of Accounting Standards: Meaning, Accounting Standards in India, Significance, Preparation of Financial Statements, Corporate Balance Sheet–Terms, Contents and Format.

Accounting Process: recording of transactions, Final Accounts of a Sole-Trader, Final Accounts of Not-For Profit Organizations

Corporate Accounting: Issue, forfeiture and reissue of forfeited shares, Issue of rights and bonus shares, Buy- back of shares, Issue and Redemption of Preference Shares and Debentures

Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Change of method as per revised AS-6, Inventory valuation, Methods, Policies of Indian Companies.

Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies.

Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information, Cash Flow Statement, Preparing a statement of cash flows

Suggested Texts

- A. Sehgal and D. Sehgal(2010), *Fundamentals of Financial Accounting*, Taxmann, New Delhi.
- Spiceland, J.D. (2009), *Financial Accounting* (International Edition), New Delhi: Tata McGraw Hill.
- Anthony, R.N., Hawkins, F.D., & Merchant, K.A., “*Accounting: Text and Cases*”, 2006, Tata McGraw Hill, New Delhi.

Additional Readings

- Belverd, E., Needles, Jr and Powers, M. (2005), *Principles of Financial Accounting*, New York:Houghton, Mifflin.

- Narayanaswamy, R., “*Financial Accounting: A Managerial Perspective*”, 2008, Prentice Hall of India, New Delhi.
- R.L. Gupta and V. K. Gupta, *Principles and Practice of Accountancy*, Sultan Chand and Sons, New Delhi.
- P.C. Tulsian, *Financial Accounting*, Tata McGraw Hill, New Delhi.
- American Accounting Association: *The Accounting Review*
- Institute of Chartered Accountant of India: *The Chartered Accountant*

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
Marketing Management
MBA (IB) CP-107**

Objectives

The objective of this course is to give the students an insight into one of the most important functional area of business management i.e. Marketing. It introduces them to the concepts, strategies and contemporary issues involved in the marketing of products and services and acquaints them with the major decision areas in the field of marketing. It also makes them aware about the importance of planning, organizing and controlling the marketing efforts for achieving the goals and objectives of the organization.

Contents

Introduction: Understanding Nature and Scope of Marketing Management, Key Marketing Concepts, Marketing philosophies, Strategic Marketing Planning Process, Customer value. The Marketing Environment: Organization's Internal Environment, Monitoring and Analyzing Micro and Micro-External Marketing Environment.

Identification and Selection of Market Classification: Consumer and Business Markets, Consumer Buying Behaviour, Business Buying Behaviour. Market Segmentation, Targeting and Positioning, Differentiation Strategies, Competitor Analysis.

Product Planning and Development: Product Characteristics and Classification. Branding, Packaging and Labelling Decisions, New Product Development Process, Stages in NPD Process, The Consumer Adoption process, The Concept of Product Life Cycle (PLC), Stages of PLC and Marketing Strategies.

Pricing Decisions: Meaning and Importance of Price, Pricing Objectives, Setting and Modifying the Price, Initiating and Responding to Price Change, Factors Influencing Price Determination and Pricing Methods.

Distribution Decisions – Nature and Functions of Channels, Channel Design Decisions, Channel Management and Modification Decisions, Managing conflicts and Control in Channels. Retailing, Wholesaling and Logistics. Marketing Communications: Role of Promotion, Integrated Marketing Communication, Promotion Mix Decisions, Setting the Objectives and Establishing the promotions Budget, Deciding the Promotion Mix: Advertising, Sales Promotion, Publicity, Personal Selling and Sales Management.

Managing Holistic Marketing Organization: Internal Marketing, Emerging Issues and trends in Marketing, Socially Responsible Marketing, Cause Related Marketing, Social and Rural Marketing, Role of Social Media, Viral Marketing and Green Marketing.

Suggested Texts

- Kotler P. and Armstrong, G., (2007), *Principles of Marketing* (12th edition), Prentice Hall of India,
- New Delhi.

- Kotler P., Keller K. L., Koshy A. and Jha M.(2008), *Marketing Management: A South Asian Perspective* (13th edition), Pearson Education, New Delhi.
- Stanton William J., Etzel M.J., Walker B.J., Pandit Ajay (2010), '*Marketing Concepts and Cases*' (14th edition), Tata McGraw-Hill Publishing Company Limited, New Delhi.

Additional Readings

- Ramaswamy V.S. and Namakumari S. (2010), *Marketing Management: Global Perspective- Indian Context* (4th edition), Macmillan India Limited, New Delhi.
- Iacobucci D. (2006), *Kellogg on Marketing* (1st edition), Wiley, New Jersey.
- Saxena R. (2010), *Marketing Management* (4th edition), Tata McGraw Hill Publishing Co. Ltd, New Delhi.
- Winer R. and Dhar R. (2010), *Marketing Management* (4th edition), Prentice Hall of India, New Delhi.

**Department of Management Studies
Jamia Millia Islamia**

**MBA (International Business)
Emerging Technologies for Global Business
MBA (IB) CP-108**

Objectives:

The central objective of the "Emerging Technologies for Global Business" course for MBA International Business (IB) students is to provide a comprehensive understanding of how emerging technologies are reshaping the landscape of global business. The course aims to equip students with the knowledge and skills to leverage these technologies strategically in the context of international business. By the end of the course, students would be able to appreciate the technological interventions for competitive advantage, use basic productivity and collaborative tools and recognize range of emerging technologies that are transforming international business practices which will prepare students to lead technology-enabled global business initiatives.

Unit –1: Information Technology and Industry 4.0 • Information Technology for Competitive Advantage and Globalization. • Components of Computer, Concept of Networking, Cybersecurity and Cyber Laws. • Global and Indian IT Industry. • Applications of Information Technology in Business and Government Organizations. • Digital Transformation and Industry 4.0

Unit –2: Functional and Enterprise Information Systems • Concept of Data, Information, and Knowledge. • Organization Structures, Systems Approach, and Business Process. • Introduction and Types of Information Systems (TPS, OAS, MIS, DSS, ESS) • Concept and need of Enterprise Information Systems, Supply Chain Management (e-SCM), Customer Relationship Management (e-CRM) for Global Business Management. • Knowledge Management Systems.

Unit –3: Essential IT Skills • Creating Documents, Templates, and Macros using Microsoft Office Word • Creating an effective Presentation using Microsoft PowerPoint • Using Google Tools for Business

Unit –4: Business Analytics using Excel • Concept of Database Management Systems, Data Warehouse, and Data Mining. • Business Intelligence vs. Business Analytics: Leverage Data for Global Insights. • Applications and Tools for Business Analytics • Excel Navigation, Formatting, and Basic Excel Formulas. • Data Visualization using Charts, Using Lookups and Conditions. • Statistical Functions and Creating Pivot Tables.

Unit –5: Disruptive Technologies and Applications • Cloud Computing and Internet of Things. • Artificial Intelligence and Immersive Technologies. • Blockchain and Smart Contracts. • Other Emerging Technologies.

Recommended Text

- Ken Laudon Jane Laudon and Rajanish Dass “Management Information System: Managing the Digital Firm” Pearson.
- CFI, Excel, Available at : <https://corporatefinanceinstitute.com/assets/CFI-Excel-eBook.pdf>
- Teena Bagga “Applications of Disruptive Technologies in Business” Galgotia Publishing Company.

Additional Readings

- O'Brien, “Management Information Systems” Tata McGraw Hill.

- Albright and Winston, “Business Analytics: Data Analysis and Decision Making” 5Th Edition by Albright and Winston, Cengage India
- Microsoft Office 365, Available at: <https://download.microsoft.com/download/1/2/F/12F1FF7873E1-4714-9A08-6A76FA3DA769/656949ebook.pdf>
- Digital Transformation for Dummies®, Special Edition, Available at: [https://www.dummies.com/wp-content/uploads/Digital-Transformation-For-Dummies-Special Edition.pdf](https://www.dummies.com/wp-content/uploads/Digital-Transformation-For-Dummies-Special-Edition.pdf)